

Executive Board Annual Session

Rome, 3-6 June 2014

EVALUATION REPORTS

Agenda item 7

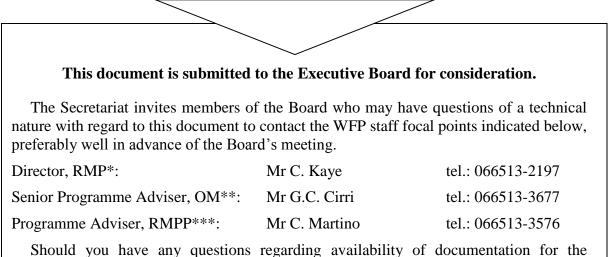
For consideration



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NOTE TO THE EXECUTIVE BOARD



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* Performance Management and Monitoring Division

** Operations Management Department

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BACKGROUND

- 1. This document presents the management response to the recommendations of the evaluation of the Central America regional portfolio (2007–2011), which covered El Salvador, Guatemala, Honduras and Nicaragua and the Panama regional bureau.
- 2. WFP is pleased that the regional portfolio was assessed as well positioned strategically in the context of Central America. The evaluation found that WFP's food-assistance tools met specific needs and also integrated local investments into national hunger and poverty priorities.
- 3. The evaluation noted that WFP exceeded many of its targets and was perceived as a major resource for addressing hunger and poverty in the region, particularly in the context of natural hazards.
- 4. A significant lesson from this evaluation is the need to document the impact of trust-fund projects and their importance in Central America, where they support WFP's engagement at the local and national levels. WFP is aware that information about trust-fund operations is limited and will seek ways of making the data more accessible.
- 5. WFP agrees with the recommendations and appreciates the opportunities to enhance its work in Central America. WFP is aware of the need for improved coordination and monitoring in all interventions and increased support for country offices, in line with Fit for Purpose.
- 6. A number of the recommendations have been addressed since the evaluation; additional actions are set out in the matrix.



MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – CENTRAL AMERICA REGIONAL PORTFOLIO (2007–2011)			
Recommendations	Action	Management response and action taken	Implementation
Opportunities for improvements and changes		·	
 Recommendation 1: WFP regional and country operations should ensure that operational planning, implementation and monitoring efforts target the most vulnerable. In planning, monitoring, and reporting, WFP should identify how its country offices will address the needs of vulnerable groups – both urban and rural – in regional operations. Specifically, WFP country offices and the regional bureau should identify how development project efforts that focus on capacity are expected to address the needs of the vulnerable; how protracted relief and recovery operations (PRROs) will reach the most vulnerable groups through general food distribution (GFD); and how WFP country offices and the 	OMP, in consultation with country offices	Agreed. The Panama regional bureau (OMP) and the country offices have aligned PRRO 200490 with country programmes, trust-fund interventions and donors' proposals. The PRRO, and the Guatemala country programme scheduled for approval at EB.2/2014, are based on an integrated context analysis of trends in food insecurity, disasters and environmental factors to inform development-oriented relief, recovery and resilience interventions. The analysis led to the establishment of Building Resilient Communities and Municipalities – ComRes – to coordinate resilience work in the four countries.	Completed
 regional bureau will monitor these efforts. Opportunities for addressing the needs of the most vulnerable include: i) country offices integrating gender issues into assessment, targeting, programme implementation and monitoring, and analysing and developing protocols that facilitate implementation and overcome logistical challenges to reach women and children in the 1,000-day window; and ii) country offices identifying specific opportunities for integrating the most vulnerable into food-for-assets (FFA) activities. 		Assessment approaches and tools have been standardized, and country offices have worked through ComRes to improve programme design, gender-sensitive targeting and implementation: this includes seasonal livelihood programming consultations and community-based participatory planning to optimize the effectiveness of FFA interventions.	Ongoing

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT



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CENTRAL AMERICA REGIONAL PORTFOLIO (2007–2011) Recommendations Action Management response and action taken Implementation Recommendation 2: The regional bureau and country offices Agreed should define WFP's desired operational role in risk OMP in ComRes and the integrated context analysis inform WFP's Ongoing management and the prevention of hazards and their effects. consultation with resilience and disaster risk reduction programming, and > Country offices and the regional bureau should use the WFP continues to work on a regional resilience agenda with the evaluated country Food and Agriculture Organization of the United Nations (FAO), recently defined Building Resilient Communities and offices the Central American Bank for Economic Integration, the Municipalities (ComRes)¹ operation and the WFP policy on Agricultural Council of Central America, the Coordination Centre disaster risk reduction and management approved at the end for the Prevention of Natural Disasters in Central America of 2011 to develop and refine its role in resilience and risk (CEPREDENAC) and the Central American Commission on prevention and management across the region. Environment and Development. \geq The regional bureau and country offices should consider OMP and Headquarters units, OMP and the Guatemala country office are End of 2014 developing knowledge management and advocacy efforts, Guatemala making a video highlighting WFP's work in building resilience. possibly including a study similar to the Cost of Hunger study country office to improve understanding and raise awareness and investments. Once the regional bureau and country offices have clearly set OMP OMP is advocating for recovery and disaster risk reduction as End of 2014 out WFP's desired role in risk management across the region, part of its response to the coffee rust problem, and is working WFP Headquarters should provide commensurate corporate with donors to support this; a meeting is planned to present the backing to networking with key stakeholders from assessment results and response plans from the November 2013 government, donors and the private sector, and to identifying PRRO meeting. and raising funding to support implementation. OMP The new emergency preparedness and response capacity index End of 2014 and a national capacity index for disaster risk reduction will be launched in 2014, which will enable OMP to determine capacity gaps and empower country offices to prioritize support activities for mitigation of the risks identified. These approaches and the related indicators will be rolled out during 2014.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT –

¹ Construyendo Comunidades y Municipios Resilientes (ComRes) programme document.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – CENTRAL AMERICA REGIONAL PORTFOLIO (2007–2011)			
Recommendations	Action	Management response and action taken	Implementation
 Recommendation 3: With significant inputs from country offices and regional bureaux, WFP Headquarters should develop a global middle-income country (MIC) strategy that incorporates needs analysis, planning, budgeting, monitoring and reporting guidance. The MIC strategy should build on WFP's commitments to government ownership and be collaborative rather than directive. The regional bureau and WFP Headquarters should improve the documentation of successful South–South collaboration, and use it to exploit South–South collaboration effectively. WFP Headquarters and the regional bureau should document current collaboration efforts with the local private sector and draft guidance on facilitating and scaling up private sector collaboration. The MIC strategy should address MICs' nutrition challenges, including both over- and undernutrition, and incorporating chronic, and not only acute, undernutrition. 	Policy, Programme and Innovation Division (OSZ) Brazil Centre of Excellence OMP OMP/Private Sector Partnerships Division (PGP)	 Partially agreed. WFP recognizes the scale of food insecurity in MICs and is exploring options for engagement: initial experiences could then inform a strategy for involvement in MICs. WFP will keep stakeholders updated on progress in this area. WFP's Brazil Centre of Excellence against hunger is a leader in South–South and triangular cooperation. WFP has assessed these activities and will use the lessons learned to leverage successes in future cooperation and to build capacities for consistent reporting. OMP and PGP will develop a regional private-sector strategy in line with the WFP Private-Sector Partnerships and Fundraising Strategy (2013–2017) (WFP/EB.A/2013/5-B) that will include mapping to identify current and prospective partners. 	End of 2014 Ongoing End of 2014
 Recommendation 4: WFP should clarify roles and communications among and within WFP offices – Headquarters, the regional bureau and country offices – engaged in regional operations. The regional bureau should formalize the roles of focal points for regional operations, with clear lines of communication within and among country offices to ensure clarity and continuity. Both the regional bureau and country offices should distribute relevant minutes/action items more widely to staff across the region. 	Office of the Deputy Executive Director/Chief Operating Officer	Agreed. Fit for Purpose established plans for increased support for country offices from the regional bureaux and Headquarters. WFP will ensure communication among offices engaged in regional operations and coherence among project documents. Investments in the regional bureaux have been made including in technical expertise to improve quality assurance and support for country offices, to enhance project design and support programming and to clarify accountability.	Completed Ongoing



MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – **CENTRAL AMERICA REGIONAL PORTFOLIO (2007–2011)** Management response and action taken Recommendations Action Implementation \geq The regional bureau and country offices should develop a OMP OMP presented a revised organigram to country directors in Completed October 2013 and clarified the restructuring of the regional common understanding of their respective roles in, and responsibilities for, donor engagement to support regional bureau and related roles and responsibilities. operations. Recommendation 5: WFP should organize a comprehensive Partially agreed. evaluation of trust funds in Central America. Office of OEV agrees with the need for accountability and clear Evaluation (OEV) documentation of the contribution of trust funds to programming \geq The evaluation would identify the strengths, opportunities, in partnerships with governments, in line with the Paris risks and weaknesses of the mechanism, and facilitate a fuller Declaration on Aid Effectiveness and the Accra Agenda for understanding of their current influence and potential role as Action. part of WFP's MIC strategy and programming. In planning for 2015–2016, OEV evaluated the use of trust funds September 2014 in the context of the priorities for strategic evaluations; there is also provision for decentralized evaluations of trust funds. Opportunities for continuing and prioritizing efforts **Recommendation 6: WFP should strengthen needs** Agreed. assessments, vulnerability analysis and mapping (VAM) and OSZ Following Fit for Purpose, additional resources were allocated to Completed monitoring and evaluation (M&E) so they contribute to regional bureaux to support M&E and VAM. OMP recruited a regional programme performance and not only to nutrition adviser, an M&E adviser and a national VAM officer, and standardized reporting. upgraded the VAM position from P3 to P4. > WFP Headquarters should review budget guidance to ensure OMP organized a workshop on nutrition M&E to improve Completed adequate investment in staffing and resources to support an communication and clarify expectations in terms of the effective and regionally coherent and consistent approach to Strategic Results Framework. A similar workshop on VAM and VAM and M&E in all countries, making fuller use of the M&E was held and an action plan is being developed. regional bureau to support smaller country offices. RMP Projects are monitored and evaluated on a regular basis, with the Ongoing \triangleright The regional bureau and country offices should standardize outcomes at the country office and regional bureau levels approaches across regional operations. Country offices reported in the Annual Performance Report. Regional and should use information from assessments and M&E to country office performance plans are based on the appropriate monitor and encourage performance across regional and indicators. country operations. WFP Headquarters should review current global indicators, WFP's Strategic Results Framework (2014-2017) establishes a \geq RMP Completed set of global indicators, but country offices and regional bureaux assessments and monitoring systems to ensure there are adequate indicators available for use in Central America. may use project-specific indicators in logical frameworks. Regional bureaux approve project-specific indicators.

	MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – CENTRAL AMERICA REGIONAL PORTFOLIO (2007–2011)			
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A	As WFP introduces new modalities – Purchase for Progress (P4P), cash for work, community resilience – country offices should consider implementing pilots, with careful monitoring to ensure effectiveness before taking to scale.	OMP	A common programming approach is ensured by the integrated context analysis, ComRes, seasonal livelihood plans, community-based participatory plans and PRRO formulation meetings. Standardization of assessment tools and workshops on M&E of nutrition and VAM help to optimize the use of assessment and M&E information.	Ongoing
			Cash and voucher pilots are being developed in the country offices; activities based on the P4P pilot are being developed throughout the region.	
sh go	 Recommendation 7: The regional bureau and country offices should continue to build positive collaboration with governments and regional bodies, and South–South linkages. Specific technical areas for further collaboration include nutrition, agriculture production, markets, climate change, and risk management. WFP should continue to provide collaborative support and create innovative collaborative efforts such as improved stock positioning and logistics, increased government investment in nutrition, successful South–South collaboration, and leadership in the Dry Corridor Initiative. WFP should consider designing and submitting joint proposals with other United Nations partners such as FAO and the United Nations Children's Fund (UNICEF) to improve donor acceptability and the mobilization of expertise across the United Nations system. 	OMP, in consultation with evaluated country	Agreed. WFP is working in all these areas through its projects, trust funds and ComRes in collaboration with various stakeholders.	Ongoing
AAA		offices Guatemala country office OMP	WFP and the Guatemala Ministry of Agriculture and Livestock recently signed an agreement whereby P4P expertise will be used to link food produced by smallholder farmers with government social protection programmes. WFP is working with governments, the Central American Integration System, CEPREDENAC and other stakeholders to improve emergency preparedness and response mechanisms and to foster the exchange of good practices among countries in	Completed Ongoing
			Central America. Joint advocacy is exemplified in the Resilience Agenda and the Mesoamerica Without Hunger initiative of the Government of Mexico and OMP, FAO, UNICEF, UN-Women and the Pan American Health Organization/World Health Organization. Joint programming initiatives involving country offices are under way.	Ongoing



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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT – CENTRAL AMERICA REGIONAL PORTFOLIO (2007–2011)			
Recommendations	Action	Management response and action taken	Implementation
 Recommendation 8: The regional bureau and country offices should continue incorporating public policy into programme design and implementation. The regional bureau and country offices should continue to play an important role at the national policy level, promoting the food security and nutrition agenda and linking WFP interventions effectively to public policies, projects and 	OMP in consultation with evaluated country offices	Partially agreed. Advocacy for food security must continue, but changes in governments will entail changes in strategies, policies and priorities outside the control of WFP: country offices will have to continue their advocacy with incoming governments. WFP also works through regional entities such as CEPREDENAC, which facilitates continuity following elections.	Ongoing
 programmes to ensure continuity and sustainability. The regional bureau and country offices should continue to identify ways of providing continuity and leadership in food security and nutrition during government transitions. 		Project documents show how WFP's interventions contribute to national policies. The regional bureaux and country offices will continue to coordinate with ministries and other bodies to ensure that food security and nutrition are high on national agendas.	Ongoing
 stakeholders and donors to raise awareness of slow-onset hazards – coffee rust, drought, etc. – across the region and to develop nationally relevant protocols for response. Country offices should provide assistance to civil protection authorities, clarifying response possibilities, and roles and responsibilities across ministries and departments in declaring and addressing slow hazards as emergencies. 	OMP	Agreed. WFP-led assessments of the food-security implications of coffee rust in households dependent on coffee production are being used by OMP and the country offices to finalize factsheets and planned responses for a meeting with donors. ComRes and the resilience agenda ensure a focus on the drought-prone dry corridor.	June 2014
	OMP in consultation with evaluated country offices	WFP continues to work with CEPREDENAC and national disaster-management administrations to enhance preparedness and response capacities for all types of emergencies. The country offices and government food security and nutrition entities advocate for attention to slow-onset emergencies.	Ongoing



ACRONYMS USED IN THE DOCUMENT

CEPREDENAC	Coordination Centre for the Prevention of Natural Disasters in Central America (<i>Centro de Coordinación para la Prevención de los Desastres Naturales</i> <i>en América Central</i>)	
ComRes	Building Resilient Communities and Municipalities (Construyendo Comunidades y Municipios Resilientes)	
FAO	Food and Agriculture Organization of the United Nations	
M&E	monitoring and evaluation	
MIC	middle-income country	
OEV	Office of Evaluation	
OMP	Regional Bureau Panama (Latin America and the Caribbean)	
OSZ	Policy, Programme and Innovation Division	
P4P	Purchase for Progress	
PGP	Private Sector Partnerships Division	
PRRO	protracted relief and recovery operation	
UNICEF	United Nations Children's Fund	
VAM	vulnerability analysis and mapping	

